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A Managerial Profile: The Asian Manager

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Introduction

As a continuing series, the University of Michigan program in Executive Education has published monographs which summarize the characteristics of U.S. managers. Specifically, monographs have appeared under the following titles: "A Managerial Profile: the Woman Manager" (1985); "A Managerial Profile" (1984), referred to in this study as *Managers*; and a series devoted to top level CEOs, Presidents, and Vice-Presidents, "The Newly Promoted Executive: A Study in Corporate Leadership" (1981, '82, '83, '84, '85, '86), referred to as *Executives*.

During the period 1984 to 1986 data were collected in the Far East on Asian managers, through a similar questionnaire and personal interviews. Those data are now sufficient to present the first monograph on the Asian manager. Previous brief statements have also appeared in such publications as *The Executive* and *The Asian Wall Street Journal* and in papers at professional organizations.

Readers will see that the following statement is organized into four categories: Career Pattern; Education; Personal; and Lifestyles.

Most of the managers are Hong Kong Chinese (N = 249), with the others representing Singapore (62), Malaysia (5), and Korea (3), for a total of 319 Asian managers.

A major goal of the study is to create a descriptive profile of Asian managers who will someday replace top-level executives.

When reading the monograph U.S. readers must be aware that the Asian managers responded to the questionnaire and interview from their cultural perspective. In other words, some of the contrasts between the Far East and the West are a direct result of cultural differences, indeed, one of the purposes for the monograph was to point up those differences. Readers should recognize that cultural backgrounds do affect the responses, both from the male and female point of view.

The survey instrument is a variation of the questionnaires given to newly promoted executives and managers in the United States. During the years 1984 and 1985, it consisted of 68 questions, with slight modifications in 1986.

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CAREER PATTERN

1. Industries represented.

Over seventeen different industries are represented in the Asian management group, ranging from the nonmanufacturing area of banking to the manufacturing area of transportation equipment. As expected, the range of companies represented was diverse.

When collapsing the different industry groups into seven major business categories, nearly two-thirds of the managers come from professional services (27.0 percent), followed by durable goods, manufacturing (18.9 percent), nondurable goods, manufacturing (16.7 percent), and finance, insurance, real estate (13.8 percent).

The relative frequency of the managers and their major business categories follows:

<i>Business Group</i>	<i>Total</i>
Durable Goods, Manufacturing	18.9
Nondurable Goods, Manufacturing	16.7
Finance, Insurance, Real Estate	13.8
Regulated Industries	12.5
Professional Services	27.0
Retail and Wholesale Trade	5.1
Other Industries	5.7
	100%*

* Rounding will sometimes result in percentages greater or less than 100%.

2. Company size as measured by annual gross operating revenue.

Fifty percent of the companies have an annual gross operating revenue in excess of \$500 million. Over one-third exceed \$2 billion, and over 25 percent have a gross operating revenue in excess of \$10 billion a year.

2 The Asian Manager

At the other end of the spectrum, only 42.3 percent of the companies have an annual gross operating revenue of less than \$100 million. From these data it can be concluded that the managers in this study represent characteristics of large rather than small firms; the reader should keep company size in mind as the data are summarized.

<i>Gross Operating Revenue</i>	<i>Total</i>
Under \$100 million	42.3
\$100 million to less than \$500 million	7.7
\$500 million to less than \$1 billion	7.3
\$1 billion to less than \$2 billion	3.5
\$2 billion to less than \$10 billion	12.0
Over \$10 billion	26.8
	100%

3. Time spent with present employer.

A view of the following table suggests major clustering between one year through five years. In fact, over 75 percent of the managers have been in their present position for ten years or less, compared to their American counterparts of whom 61.5 percent have spent ten years or less with their present employer.

<i>Years with Company</i>	<i>Total</i>
Less than 1	9.9
1-5	52.9
6-10	18.6
11-15	11.2
16-20	4.1
21-25	1.9
Over 25	.9
	100%

4. Level within the managerial hierarchy.

Positioning individuals within an organizational hierarchy on the basis of job titles can be difficult and sometimes misleading. One way to circumvent this problem is by considering the span of control and the relative management level within the organization's management hierarchy.

— Direct control.

The number of persons directly or indirectly reporting to a manager is one means of judging the degree of influence exercised within an organization. Among the Asian managers, over 50 percent reported they had fewer than four people directly reporting to them. By contrast, less than 19 percent of them had no direct reports while 15.5 percent reported that they had between six to ten employees directly reporting.

— Indirect control.

As expected, the number of persons indirectly reporting to a manager is larger than the number reporting directly and the data support this expectation. According to the data, nearly 30 percent of the managers report they have over six employees indirectly reporting to them.

— Relative management position.

Managers in this study were approximately in the lower middle range of the management hierarchy. Over 50 percent reported there were fewer than three levels of management separating them from the CEO. In contrast, most reported there were slightly fewer than two levels of management below their current management positions.

5. Number of companies worked for.

Just over two-thirds (67.3 percent) have worked for only two companies, suggesting the managers were just beginning their careers. By contrast, 17.2 percent had worked for three companies and about 15.1 percent had worked for more than four different employers.

6. Major area of responsibility

— First job.

It does not appear unusual that most managers began their careers in the area of Marketing/Sales, quite comparable to their American counterparts. That area was followed by Production/Operations, 19.2 percent beginning there.

— Current job.

Nor did a rapid shift from Marketing/Sales occur after their first job: most (17.2 percent) were still in their initial job area. American managers, by contrast, had already moved to positions in the areas of Personnel/Industrial Relations and Marketing/Sales.

— Last job.

Production/Operations moved to second position (14.5 percent) with Marketing/Sales still holding the foremost job position, 23.1 percent. That is, it appears that Asian managers are less prone to move quickly from their initial area within a company.

— Second-to-last job.

Both Marketing/Sales (22.4 percent) and Production/Operations (19.1 percent) continue to occupy the major job positions.

— **Most time.**

The question specifically was, "In which major area of responsibility have you spent the most time?" Again, just over a quarter (28.8 percent) spent more time in Marketing/Sales than the other eight areas of choice. Production/Operations was second (17.1 percent) followed by Computer/Information Systems (14.8 percent). Little time was spent in Research and Development or Personnel/Industrial Relations.

— **Fastest route to the top.**

Interestingly, both American and Asian managers agree: the fastest route to the top is via Marketing/Sales, 31.7 percent and 41.6 percent respectively.

— **If starting career over.**

Again, Far Eastern and Western attitudes towards starting a career over parallel each other: they agree that Marketing/Sales is the area in which to start, 37.9 percent and 24.5 percent respectively. Asians (15.3 percent) position Computer/Information Systems as the second most important area in which to begin if starting over.

If a major conclusion may be drawn it is that Marketing/Sales is the area in which to begin, for purposes of getting to the top of an organization.

Major Area of Responsibility	First Job	Current Job	Last Job	Second- to- Last Job	Most Time	Fastest Route Up	If Starting Over
Production/Operations	19.2	5.3	14.5	19.1	17.1	12.1	8.6
Marketing/Sales	20.9	17.2	23.1	22.4	28.8	41.6	37.9
Finance/Accounting/Taxes	13.5	5.7	12.4	11.2	11.7	11.6	12.5
Personnel/Industrial Relations	3.2	2.8	5.5	5.6	2.7	5.0	3.8
Research and Development	6.0	1.1	5.1	5.0	2.7	.5	3.8
Law	—	—	—	—	—	.5	3.3
General Management/ Administration	12.0	5.7	13.3	10.1	10.3	8.6	8.6
Computer/Information Systems	12.0	8.0	15.0	12.9	14.8	12.6	15.3
Other	12.8	4.5	10.7	13.4	11.7	7.1	5.2

7. Annual base salary.

Even before viewing the following statistics, one is tempted to guess that Asian salaries will be lower. They are, considerably. On the basis of sex, males — in both cultures — receive a larger mean dollar figure than their female colleagues: Asian males, \$27,722; females, \$19,983; U.S. males, \$46,501; females, \$31,702.

Because the base starting salary in a previous position is comparatively lower among the Asians, their percentage of salary increase when moving to their current position is considerable as measured by mean percentage increases: Asian males, 50.3 percent, females, 32.3 percent. American managers, in part because they are slightly older and change jobs more frequently, have a smaller mean percentage increase: U.S. males, 29 percent, females, 27.9 percent.

But regardless of the differences between the managers in both cultures, male and female salaries continue to rise, particularly when moving from a previous position.

<i>Median Salary</i>	<i>Asian</i>		<i>U.S.</i>	
	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>
Prior to current position	\$14,928	\$12,150	\$34,999	\$24,953
Current position	22,500	21,282	44,001	29,998
Dollar increase	7,572	9,132	9,002	5,000
Percentage increase	50.7	75.7	25.7	20.0

<i>Mean Salary</i>	<i>Asian</i>		<i>U.S.</i>	
	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>
Prior to current position	\$18,440	\$15,094	\$36,039	\$24,781
Current position	27,722	19,983	46,501	31,702
Dollar increase	9,282	4,889	10,462	6,921
Percentage increase	50.3	32.3	29.0	27.9

8. At your level in the organization is it considered important that you will —

— Participate in external political activity?

It is no surprise that political activity is of little importance to the managers, indeed, 36.6 percent consider it "Very Unimportant," not out of step with American managers.

— Encourage a mentoring process?

Not quite half of the American managers studied consider mentoring important compared with the Asians, of whom only one-quarter consider it important.

— Work a certain number of hours a week?

The mean number of hours Asian managers worked in a week was 49.9, the median was 50, each 1.2 hours more than the U.S. managers worked. Contrastingly, American executives for 1983-85 — chairmen, presidents, and vice-presidents — worked, on average, 55.3 hours a week, suggesting that the higher one rises in an organization, the more time one spends on the job either out of necessity or out of desire. Data are insufficient to generalize about Asian executives.

— Support formal/informal communication?

Both forms of communication receive about equal emphasis. Thus while formal communication (written reports, staff meetings) received 43.5 percent "Very Important" rankings, informal communication (phone, impromptu meetings) is similar at 40.6 percent. Neither mode of communication received any assessment in the category "Very Unimportant."

— Comment on social problems?

No firm consensus occurs; most managers are apparently not asked to comment on social issues.

— Corporate rituals?

Defining a ritual as "award ceremonies, recognition pins, or recognition dinners," suggests that the managers considered them important, to the extent that over 90 percent ranked such activity either "Very" or "Somewhat" significant in their company.

— Corporate culture?

In a denotative definition, culture is described as a carrying forward of a pattern of human behavior. We applied that principle to companies through examples of "strict/casual lines of authority; formal/informal dress; atmosphere of tenseness/relaxation"; and others. About half (49 percent) feel they have a definite corporate culture, 33 percent are neutral, and 18 percent feel a definite culture does not exist. Goals and innovation were noted as most important in characterizing their corporate culture.

Company Activity	Very Important			Very Unimportant	
	1	2	3	4	5
Political activity	—	12.5	26.8	24.1	36.6
Mentor	2.2	23.6	44.9	9.0	16.9
Hours of work/wk. 49.9 hrs.					
Formal communication	43.5	49.5	5.1	1.7	—
Informal communication	40.6	45.0	12.7	1.4	—
Social problems	7.5	27.4	29.2	21.4	14.2
Corporate rituals	40.0	50.5	9.5	—	—
Corporate culture	14.0	35.0	33.0	11.0	7.0

9. Communication as part of a business day.

In a typical business day none of the four traditional forms of communication (listening, reading, speaking, writing) is dominant, although speaking is ranked first for consuming 28.7 percent of a manager's com-

munication time, followed by listening, writing, and reading. Listening has fallen in value from earlier studies where it received more emphasis, as high as 44 percent of a business day.

When the question is asked "what percentage of time should be devoted in business communication courses for improving the four basic forms of communication," speaking assumes the foremost position (32.5 percent) followed by writing, listening, and reading.

*Communication in
Typical Business Day*

	<i>Typical Day</i>	<i>Recommended</i>
Speaking	28.7	32.5
Listening	25.3	24.7
Writing	24.4	26.8
Reading	21.4	17.6

10. Modes of communication.

Of the eight choices regarding the four most important modes of communication used in sending and receiving messages within their business, the dominant mode was the same as in the communication rankings mentioned earlier — namely, oral communication. Both the telephone and face-to-face communication were used most often, followed by the memorandum and computer mail. At the bottom was video conferencing and teleconferencing, with the letter in the middle position. Complete tabulations are found in the accompanying table.

<i>Modes of communication</i>	<i>Percentage of Respondents Listing Modes as 1 of 4 Means of Communication</i>
Telephone	90
Face-to-Face	77.5
Memorandum	55
Computer Mail	30
Letter	29
Electronic Blackboard	5
Teleconferencing	5
Video Conferencing	5

EDUCATION

11. Education.

Nearly two-thirds of the Asian managers attained an undergraduate degree (65.4 percent), and while that is less than American managers (81.6 percent), it can be said that Asian managers are primarily college educated. Adding the category of "some college, but no degree" to those completing college increases the percentage to eight out of ten who went beyond high school. As in the United States the conclusion can be drawn that managers are highly educated, representing a continuing trend — demanded by businesses throughout the world.

<i>Education Level</i>	<i>Total</i>
Less than high school	2.5
High school graduate	12.4
Some college, no degree	19.4
Received undergraduate degree	65.4
	100%

— Undergraduate field of study.

The most common undergraduate majors of the Asian managers were Business Administration (32.2 percent), Engineering (26.1 percent), and Science and Mathematics (22.7 percent), the identical ordering of American managers. Few managers concentrated in the Humanities and Liberal Arts. Apparently, foreign managers of business enterprises are obtaining a professionally oriented undergraduate education.

Precisely a quarter of the managers have obtained an advanced degree, and among them, 49.3 percent acquired it in Business Administration. Engineering and Mathematics were a distant second and third. The emphasis on professional technical education at the undergraduate level is carried forward into the managers' graduate education.

<i>Major Fields of Study</i>	<i>Undergraduate</i>	<i>Graduate Professional Degree</i>
Business Administration	32.2	49.3
Engineering	26.1	22.0
Science and Mathematics	22.7	18.1
Social Science	13.3	2.5
Behavioral Science	2.2	1.2
Humanities and Liberal Arts	2.2	2.5
Law and Prelaw	1.1	—
Other	—	3.8

12. Recommended undergraduate and graduate major.

At the undergraduate level, 42.3 percent would recommend Business Administration — followed by Engineering at 25.8 percent — as the course of study to prepare one for a management career. Managers in the current study also give less emphasis to Humanities (2.9 percent) as compared with their U.S. counter-

parts, 8.6 percent of whom support a Humanities undergraduate degree.

At the graduate level, Asians give strongest support to Business Administration, 82.4 percent, almost parallel with the responses of newly promoted executives, 76.3 percent of whom recommend a Business Administration degree when pursuing graduate/professional study. Science and Mathematics was a distant second. No other areas are recommended for graduate work.

<i>Undergraduate Study</i>	<i>Percentage Recommending</i>
Business Administration	42.3
Engineering	25.8
Humanities and Liberal Arts	2.9
Social Sciences	11.7
Science and Mathematics	11.1
Behavioral Science	4.7
Other	1.1
	100%

<i>Graduate Study</i>	<i>Percentage Recommending</i>
Business Administration	82.4
Science and Mathematics	17.5
	100%

13. Specific courses as preparation for general management.

Consistently, across all management groups, Communication has been considered most important as preparation for a career in general management. With the foreign managers, Communication was further divided into oral and written; that classification resulted in slightly higher support for Oral Communica-

tion, followed by Written Communication. However, despite that division, both communication modes held the initial positions. Business Policy/Planning and Marketing were in the third and fourth position. The lowest rankings were given to Statistics, Production/Operations, and Business Law.

What the managers are suggesting is that although functional areas are important in preparing for a business career, the communication tools are the vehicles needed to express clearly a competence in those areas. Executives and U.S. managers agree: they too position Communication first, but they offer some different rankings for the other functional areas.

	Very Important 1	2	3	Very Unimportant 4	5
Business Communication — Oral	71.8	25.0	3.1	—	—
Business Communication — Written	69.7	26.0	4.1	—	—
Business Policy/Planning	48.2	42.3	7.6	1.7	—
Marketing	40.2	41.6	15.6	2.4	—
Finance	38.5	47.2	12.5	1.7	—
Personnel/Industrial Relations	36.1	38.6	22.3	1.7	.1
Business Economics/Public Policy	34.2	43.8	19.7	2.1	—
Accounting	30.2	54.9	12.3	2.3	—
Computer/Information Systems	27.0	51.7	17.7	3.4	—
International Business	21.5	48.2	27.4	2.7	—
Advertising/Sales Promotion	19.3	48.0	26.2	6.2	—
Business Law	19.1	48.9	27.3	4.6	—
Production/Operations	11.7	43.6	36.5	6.7	1.4
Statistics	10.8	45.4	34.6	8.3	.7

PERSONAL

14. Age and retirement.

In the study *The Newly Promoted Executive* the mean age for U.S. executives was 47.1 while in the *Managerial Profile for U.S. Managers* the mean was 38.3. The foreign managers in this study had a mean age of

32.6, nearly six years younger than their U.S. colleagues. Both males (mean age 33.1) and females (mean age 30.4) in this study are respectively 6.1 and 3.9 years younger than comparable U.S. managers. Inescapable is the observation that foreign managers begin their careers considerably younger than their Western counterparts, and intend to retire earlier.

<i>Age in Years</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>
Mean	32.6	33.1	30.4
Median	32.5	33.3	28.5
Mode	31.5	31.5	26.0

While most U.S. managers intend to retire at age 65, the mode, that retirement age decreases to age 60 in Asian managers. Heavy clustering surrounds the retirement years of 55, 60, and 65, as is the case with U.S. managers.

<i>Age at Retirement</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>
Mean	58.2	59.7	50.8
Median	60.0	60.0	50.0
Mode	60.0	60.0	52.5

15. Sex.

Both Asian and U.S. managers have identical percentages regarding the number of males and females in the work place, 80 percent male, 20 percent female. That relatively high percentage of women is far in excess of women at top executive ranks, where our 1985-86 study suggests only 2.6 percent reach positions as CEO, President, or Vice-President. What the executive data suggest is that women either drop out of the workforce or are denied extensive advancement

beyond the managerial level. Further monitoring of Asian female managers must occur before any conclusion is stated.

16. Order of birth.

Of the Asian managers, most were middle children (49.7 percent) in contrast to U.S. managers (28.9 percent), a major difference between the two groups. While over a third of U.S. managers were first-born children, just over a quarter of the Asian managers fall into that category.

<i>Order of Birth</i>	<i>Asian</i>	<i>U.S.</i>
Only child	4.5	9.9
First child	28.9	36.1
Middle child	49.7	28.9
Last child	<u>16.9</u>	<u>25.1</u>
	100%	100%

17. Income of parental home.

Both Asian and U.S. managers come from middle income homes. Data for executives are similar, suggesting that all three groups had their beginnings in relatively modest surroundings.

<i>Income Level of Home</i>	<i>Asian</i>	<i>U.S.</i>
Upper	8.0	6.0
Middle income	68.0	65.8
Lower income	23.8	28.1

18. Parents' single predominant occupation.

Interestingly, about the same percentage of the mothers of Asian managers were homemakers as were those of the U.S. managers, 79.2 percent and

76.0 percent respectively. The comparable figure is somewhat surprising to Westerners, some of whom believe that few Asian mothers work outside the home. Those mothers who did were professionals (6 percent); laborers and operatives (4.1 percent each); and officials and managers (3 percent). A further comparison with U.S. executives' mothers shows that at that level over 80 percent were homemakers, with only a sprinkling in the other work categories.

What about the predominant occupation of Asian fathers? Most were officials and managers (30 percent); followed distantly by professionals 13.1 percent; office clericals (9.7 percent); and technicians (8.7 percent). These results are quite parallel with fathers of U.S. managers, most of whom held positions as officials and managers.

<i>Predominant Occupation</i>	<i>Mother</i>		<i>Father</i>	
	<i>Asian</i>	<i>U.S.</i>	<i>Asian</i>	<i>U.S.</i>
Homemaker	79.2%	76.0%	1.0%	.3%
Office clerical	.3	8.7	9.7	4.0
Professional	6.0	5.1	13.1	14.5
Laborer	4.1	2.9	7.7	14.0
Service worker	2.6	2.4	5.4	4.7
Sales	.7	1.6	8.1	9.9
Officials and managers	3.0	1.3	30.0	23.4
Skilled crafts	1.1	.9	6.4	13.4
Operative	4.1	.6	4.0	5.0
Technician	—	.3	8.7	5.0
Farmer	.7	.1	1.0	5.1
Other	—	—	1.6	.9

19. Religion.

Somewhat surprising is the relatively large number of Asian managers who are Christian, a third considering themselves either Protestant (18.3 percent) or Catholic (14.7 percent). One also presumes that Asians are closely connected with Eastern religions.

The data suggest otherwise; only 9.1 percent profess other religions and 57.9 percent indicate no religious affiliation compared to only 5.6 percent of U.S. managers for the same category.

<i>Religion</i>	<i>Total</i>
Protestant	18.3
Catholic	14.7
None	57.9
Jewish	—
Other	9.1
	100%

20. Marital status.

Comparatively, more male Asian managers (73.1 percent) are married to their first spouse than are female managers (44.2 percent), a statement somewhat parallel to that for U.S. managers, 77.5 percent and 50.5 percent respectively. At the mean age of 30.4, 44.2 percent of the female Asian managers had not married, again in vivid contrast to their U.S. female manager counterparts, of whom 19.6 percent had not married at the mean age of 34.1. Economic and social considerations in the Far East may mitigate against an early marriage for females, or may dictate no marriage at all.

Predictably, because of the managers' relatively young age, few are divorced or in their second marriage, and only an insignificant number of males live with someone to whom they are not married.

<i>Marital Status</i>	<i>Total</i>	<i>Male</i>	<i>Female</i>
Never married	36.1	25.0	49.1
1st marriage	59.6	73.1	44.2
Live with someone but not married	0.3	0.3	—
Separated	0.3	—	1.6
2nd marriage	0.6	0.6	—
Divorced	2.2	0.6	4.9
3rd marriage	0.3	0.1	—
Widowed	—	—	—
	100%	100%	100%

21. Employment status of spouse.

A working spouse appears to be entirely acceptable to Asian managers: 65.9 percent of the spouses work full-time compared with the figure of 43.3 percent of U.S. managers. In fact, just over seven out of ten Asian spouses do some kind of work to supplement the family income; 28.1 percent of the Asian spouses do not work.

22. Classification of spouse's occupation.

An identical ranking of the spouses' three major occupations occurs for both Asian and U.S. managers: Professional, first; Office/clerical, second; and Managerial, third.

<i>Occupation of Spouse</i>	<i>Total</i>
Professional	36.3
Office/clerical	30.7
Managerial	18.1
Technical	3.4
Sales	3.4
Sole proprietor	5.5
Other	2.0
	100%

23. Importance of spouse's contribution.

Almost half of the Asian managers (47.2 percent) say that their spouses' most important contribution to their business success is the ability to maintain a satisfying and well-run home. U.S. managers rate that quality even more highly, at 51.9 percent. There is a strong contrast between the 56.4 percent of U.S. managers who consider their spouses' emotional support of first importance and the 28 percent of Asian managers who agree. Regardless, the spouses' main contribution lies in the home, with far less support for questions such as additional income, advice on business matters, or community-related concerns. It can be said that ministering to the managers' personal needs are more important than direct business-related activities.

	Extremely Important	Very Important	Somewhat Important	Little Importance	No Importance
Maintaining Satisfying and Well-Run Home	47.2	36.9	9.2	5.9	.5
Offering Emotional Support	28.0	41.5	21.9	6.1	2.2
Providing Additional Income	6.6	16.4	32.8	26.2	18.0
Providing Advice on Business-Related Matters	3.5	17.2	27.9	27.3	23.8
Acting as Host or Hostess	2.9	20.9	39.5	22.0	14.5
Engaging in Community-Related Activities	2.8	13.0	29.5	27.2	27.2
Participating in Official Company-Related Activities	2.2	16.6	36.1	28.8	16.1
Providing Clerical or Miscellaneous Assistance to Your Job	—	7.8	17.4	29.6	45.2

LIFESTYLES

24. Height and weight.

The mean height and weight of the managers was just over 5'6" and 137.5 pounds. By most general estimates (without knowing frame sizes and percent body fat) Asian managers are approximately 4.2 pounds *underweight* by North American standards (men 4.1 pounds underweight and women 11.6 pounds underweight). That contrasts with a comparable U.S. group which is on average 14.4 pounds *overweight*.

25. Smoking, drinking.

Twelve percent of the Asian managers report being current smokers while 7.4 percent are ex-smokers and 80.6 percent never smoked. The average for all smokers was 14 cigarettes per day. U.S. managers have, by comparison, the following data: 26 percent smoke; 23.6 percent are ex-smokers; and 50.3 percent are nonsmokers. Though American managers are smoking less than previously, they still exceed — by 14 percent — their Asian counterparts.

Drinking is a slightly more common behavior among Asians: 20.1 percent report being drinkers, with fewer than seven drinks per week. Of the U.S. managers, 59.4 percent are drinkers; 3.8 percent are ex-drinkers; and 36.6 percent are nondrinkers.

<i>Smoking/Drinking Behavior</i>	<i>Smokers</i>	<i>Drinkers</i>
Never	80.6	79.2
Ex-	7.4	0.7
Presently	12.0	20.1
	100%	100%

26. Drug usage.

Specifically, the question was "How often do you use drugs or medication which affect your mood or help you to relax?" The overwhelming majority of both the Asian and American managers report rarely or never. Only 0.4 percent of our Asian sample group used drugs on a daily basis compared with some U.S. managers at 2.9 percent.

<i>Drug Usage</i>	<i>Asian</i>	<i>U.S.</i>
Almost daily	0.4%	2.9%
Occasionally	9.2	8.6
Rarely or never	<u>90.4</u>	<u>88.4</u>
	100%	100%

27. Blood pressure.

Negative though it may sound, most Asian managers do not know their blood pressure levels, either systolic or diastolic, 83.8 percent falling into that category as contrasted to U.S. managers, 44.6 percent of whom are unaware of blood pressure readings. Of the Asians who know their levels, 6.5 percent reported borderline or high blood pressure (considered to be 140/90). A quick inference may be that Asians depend more on their physicians to monitor their blood pressure levels much as they would rely upon a mechanic to monitor their automobile. Another possibility is that the health-conscious lifestyle of the American society is not in-vogue in the Far East.

<i>Blood Pressure</i>	<i>Asian</i>	<i>U.S.</i>
No knowledge of their blood pressure	83.8%	44.6%
Persons in excess of 140 systolic	2.2%	18.3%
Persons in excess of 90 diastolic	4.3%	19.3%

28. Cholesterol levels.

Most Asians (98.2 percent) do not know their cholesterol level, as compared with U.S. managers of whom 82.7 percent do not know those levels. It is interesting to note, however, that of those Americans who do know their level, 26.7 percent are in excess of the reading considered high, namely, 220.

29. Miles driven and seatbelt usage.

One is tempted to guess that Asians drive considerably less than their Western colleagues or use seatbelts less. Our data suggest otherwise: Asian managers drive an average of 10,250 miles yearly and use seatbelts an average of 63 percent of the time. This latter figure is higher than in the U.S. (37.6 percent) because of mandated usages in areas such as Hong Kong.

30. Physical exercise.

Asian managers are less inclined, on a regular basis, to engage in physical exercise. Some suggest that the "fitness craze" — alluding to the U.S. — has not yet reached the Far East, or at least not at the level of intensity it appears to have reached in the U.S. Thus, 23.2 percent engage in regular exercise, as contrasted with U.S. managers at 45.4 percent. Regular exercise is defined as walking briskly, running, lifting, or carrying at least three times per week.

On a more subjective level, those of us who spend considerable time in the Far East notice more persons engaging in fitness activities similar to those in the U.S.; over time that assertion may be given firmer validity.

<i>Level of Physical Activity</i>	<i>Percent</i>
Little	20.8
Occasional	56.0
Regular	<u>23.2</u>
	100%

31. Hours of sleep.

Eighty-five percent of the managers report 7-8 hours of sleep per night while 4 percent report greater than 9 hours. Few sharp differences occur in the U.S. sample except that 21.4 percent of U.S. managers sleep six or less hours a night.

<i>Hours of Sleep Per Night</i>	<i>Asian</i>	<i>U.S.</i>
6 hours or less	10.6	21.4
7 hours	48.9	50.5
8 hours	36.6	23.9
9 hours or more	<u>3.9</u>	<u>4.2</u>
	100%	100%

32. Serious personal loss.

The above heading was defined as a job loss, disability, divorce, separation, jail term, or death of a close person. Just over 22 percent had two or more serious personal losses within the year; 2.5 percent had one loss; and 75.4 percent indicated none. These data add to understanding the mental and physical well-being of the individual, commonly called Quality of Life indicators.

33. Violent arguments.

Another Quality of Life indicator is the number of violent arguments occurring within a year. Eighty-four percent of the managers report one or no violent argument during the past year. Five percent had two or three, while 11 percent engaged in four or more violent arguments. U.S. managers are comparable: 79.7 percent once or never; 15.5 percent two or three times; and 8.4 percent four or more times.

34. Social support.

It is a Western perception that Asians are far more closely tied to friends and families than are Americans, in particular. That impression weakens after comparing data. In fact, almost twice as many U.S. as Asian managers indicate a strong social support system: 44.9 percent and 23.6 percent respectively. Other comparative data are shown in the following chart.

<i>Social Support</i>	<i>Asian</i>	<i>U.S.</i>
Strong	23.6	44.9
Average	62.0	46.8
Below average	12.0	7.1
Unsure	2.5	1.2
	100%	100%

35. Overall life satisfaction.

One of the Quality of Life questions attempted to measure managers' lifestyle satisfaction, that is, what subjective response did they have to life itself. Their questionnaire responses do not indicate why only 13.0 percent of Asians are "Completely Satisfied" with life, a dramatic contrast to the 54.8 percent of American managers who answered this question positively. Those data need more analysis. At the opposite end of the continuum, 7.7 percent of the Asians are "Not

Very" satisfied with life whereas only 2.2 percent of the U.S. managers agree.

Anecdotal responses in interviews suggest that the close physical proximity in the workplace and cities, the cramped housing accommodations, the little opportunity for privacy, the difficulty of city travel, the challenges to obtaining a good education, the lower wage scale, may all be factors intruding on a more positive outlook.

Many Asian managers who travel and are exposed to the seeming luxuries of Western and European countries, suggest that some environments are superior to their own. Some, for instance, mentioned that TV showed that other countries and cultures have a lifestyle better than their own.

In short, Asians' satisfaction with their lifestyle — at the "Completely Satisfied" level — was dramatically lower than was Western managers'.

<i>Life Satisfaction</i>	<i>Asian</i>	<i>U.S.</i>
Completely satisfied	13.0	54.8
Quite satisfied	66.2	36.8
Somewhat satisfied	13.0	6.5
Not very satisfied	7.7	2.0
	100%	100%

36. Job satisfaction.

Interestingly, and with additional anecdotal support, Asians and U.S. managers are quite parallel when commenting on job satisfaction. Twenty-two percent of the Asians are "Very Satisfied" with their jobs compared with 23 percent for their U.S. colleagues.

Some Asian managers eagerly look forward to work: it permits them to associate with similarly well-dressed and motivated colleagues; to work in a pleasing environment with modern amenities not consistently found at home; to communicate with people and com-

panies which have a world-wide interchange; to sense visual space in an office which may be only a bit smaller than their entire living area. In short, some managers suggested that the comfort of their company's premises — witness the towering, modern structures in Hong Kong — was a refuge from the occasionally cramped quarters of home.

<i>Job Satisfaction</i>	<i>Asian</i>	<i>U.S.</i>
Very satisfied	21.8	23.0
Satisfied	64.8	62.4
Disappointed	8.1	11.3
Very disappointed	5.3	2.7
	100%	100%

37. Physical health attitudes.

Exactly twice as many Americans as Asians feel their health is excellent, 26.8 percent and 13.0 percent respectively. More Asians feel they are in poor health (2.8 percent) than Americans (0.5 percent). In considering these data, one must remember the mean age of approximately 33.

<i>Health Status</i>	<i>Asian</i>	<i>U.S.</i>
Excellent	13.0	26.8
Good	66.9	59.0
Fair	17.3	11.9
Poor	2.8	0.5
	100%	100%